



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL PERSONNEL
WASHINGTON, D.C. 20370-5000

1401
Ser 00/023
1 Mar 06

From: Chief of Naval Personnel
To: President, FY-07 Navy Reserve Senior Chief Petty Officer
and Master Chief Petty Officer Selection Boards

Subj: FY-07 SELECTION BOARD TO CONSIDER CHIEF AND SENIOR CHIEF
PETTY OFFICERS OF THE NAVY RESERVE FOR ADVANCEMENT TO
SENIOR AND MASTER CHIEF PETTY OFFICER

Encl: (1) Board Membership
(2) Rating Quotas
(3) Supplemental Guidance

1. Membership, Date, Location, and Function. The selection board, consisting of you as president and the members listed in enclosure (1), is ordered to convene at Navy Personnel Command, Millington, TN, at 0730, 6 March 2006 or as soon as practicable thereafter. The function of the board is to consider Navy Reserve chief and senior chief petty officers for advancement to senior and master chief petty officer. The records and names of all candidates eligible for advancement consideration, determined as of the date the board convenes, will be furnished to the board. From among those candidates eligible for consideration, the board may select candidates for advancement in each rating, the numbers of which are not to exceed the quotas specified for advancement in enclosure (2). The board need not select to the numbers provided. The board shall consider carefully, without prejudice or partiality, the case of every candidate whose name is furnished. The names of those chief and senior chief petty officers who are selected for advancement will be indicated, as appropriate.

2. Selection Standard. The board shall recommend for selection those candidates whom a majority of the board considers best qualified, giving due consideration to the needs of the Navy for candidates with particular skills. In addition, each candidate recommended for advancement by the board must be fully qualified. That is, the candidate's qualifications and performance of duty must clearly demonstrate that they would be fully capable of performing the duties normally associated with the next higher paygrade. The "best qualified" standard shall be applied uniformly to all eligible candidates.

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3. The board shall proceed in accordance with guidance provided
in enclosure (3).

4. Except as authorized or required by me, or higher authority,
no person shall disclose the proceedings, deliberations, or
recommendations of a selection board.



J. C. HARVEY, JR.
Vice Admiral, U. S. Navy

**FY-07 NAVY RESERVE SENIOR CHIEF PETTY OFFICER
AND MASTER CHIEF PETTY OFFICER
SELECTION BOARDS MEMBERSHIP**

1. Senior and Master Chief Petty Officer Selection Boards:

CAPT Steven J. Richey, USNR, [REDACTED] (President)

* CDR Michael T. Dewitt, II, USNR, [REDACTED] 1117
CDR Dominick J. DiBella, USNR, [REDACTED] 1635

* CDR Keller G. Penrod, USNR, [REDACTED] 1325
CDR Leonard G. Dunlap, USNR, [REDACTED] 6335
CDR Lance R. Mauro, SC, USNR, [REDACTED] 3105
LCDR Kent S. Oglesby, USNR, [REDACTED] 1327

** LCDR Jennifer A. Olsen, USNR, [REDACTED] 1105
LCDR Darrell G. Ruby, USNR, [REDACTED] 1145
LCDR Robert P. Agnew, USNR, [REDACTED] 1445
LCDR Todd H. Bisang, USNR, [REDACTED] 1115

* AFCEM Dale P. Dixon, USNR, [REDACTED]

* AFCEM(AW) Gregory W. Baker, USNR, [REDACTED]

* AFCEM(AW/NAC) Elmer S. Rodriguez, USNR, [REDACTED]

* AOCEM(AW) Glen D. Thompson, USNR, [REDACTED]
ASCEM(AWSW) Michael J. Appelt, USNR, [REDACTED]
AVCEM(AW) Charles C. Hillier, USNR, [REDACTED]
AVCEM(AW) David A. Riggle, USNR, [REDACTED]

** AVCEM(AW) Sandra L. Eynon, USNR, [REDACTED]
AZCEM(AW) Cesar A. Mogollon, USNR, [REDACTED]
AZCEM(AW) Clark J. Bleecker, USNR, [REDACTED]
BMCEM David C. Frerichs, USNR, [REDACTED]
BMCEM(SEAL) Michael J. Seidler, USNR, [REDACTED]
CTICM(NAC) Robert E. Buelow, USNR, [REDACTED]
CUCM(SCW) Sheldon C. Monteiro, USNR, [REDACTED]
EQCEM(SCW) Robert J. Griseto, USNR, [REDACTED]
ETCEM(SW/AW) Zachry B. Shivar, USNR, [REDACTED]
FCCM(SW) Michael R. Poinsett, USNR, [REDACTED]

* GMCEM Larry VanSchuyver, USNR, [REDACTED]
GSCM(SW) John D. Goebel, USNR, [REDACTED]
GSCM(SW) Michael A. Cleesatte, USNR, [REDACTED]

** HMCEM Ellen F. Nuss, USNR, [REDACTED]

* HMCEM Ronney A. Wright, USNR, [REDACTED]
HMCEM Stephen R. Bauman, USNR, [REDACTED]
HMCEM(FMF) Paul D. Haller, USNR, [REDACTED]
HTCEM James S. Calandra, USNR, [REDACTED]
HTCEM(SW) Patrick D. Osborne, USNR, [REDACTED]
ISCEM Joseph C. Mannion, USNR, [REDACTED]

** ISCEM(AW) Genevieve L. May, USNR, [REDACTED]
ITCEM(SW) Vernon M. Gardner, Jr., USNR, [REDACTED]
ITCEM(SW/AW) Calvin D. Crawford, USNR, [REDACTED]

Enclosure (1)

**FY-07 NAVY RESERVE SENIOR CHIEF PETTY OFFICER
AND MASTER CHIEF PETTY OFFICER
SELECTION BOARDS MEMBERSHIP**

** NCCM Lisa C. Leslie, USNR, [REDACTED]
OSCM Frank J. Robinson, USNR, [REDACTED]
OSCM(SW/AW) Louis G. Gerlach, USNR, [REDACTED]
PCCM Larry D. Brown, USNR, [REDACTED]
PSCM(SCW) Joseph S. Morrall, USNR, [REDACTED]
PSCM(SW) Jody W. Yatzor, USNR, [REDACTED]
** SKCM Pamela G. Howell, USNR, [REDACTED]
SKCM Stanley J. Hockenberry, USNR, [REDACTED]
* SKCM(AW) Jonathan W. Lyles, USNR, [REDACTED]
SKCM(SS) Thomas A. Parks, USNR, [REDACTED]
** *SKCM(SW/AW) Veronica L. Tutt, USNR, [REDACTED]
UCCM(SCW) Barry S. Fletcher, USNR, [REDACTED]
UCCM(SCW) John J. Bassanese, USNR, [REDACTED]
UCCM(SCW) Peter J. Samson, USNR, [REDACTED]
** YNCM Patti M. Richey, USNR, [REDACTED]
** YNCM(AW) Deborah L. Lay, USNR, [REDACTED]
YNCM(SW/AW) Robert L. Barnett, USNR, [REDACTED]

2. PRCS(AW) Robert L. Bailey, USN, will act as the recorder with the following personnel acting as assistant recorders:

YNCS(SW/AW) Hector J. Matos, USNR
ATC(AW/NAC) George F. Lean, USNR
BMC Lawrence J. Kalb, USNR
NCC Ernest J. McDaniel, USNR
YN1 Gerrilynn M. Townsend, USNR
YNC Korin Ross, USNR
YNC(SW) Steven E. Bryan, USNR

The recorder or an assistant recorder will be present during all deliberations.

3. The following personnel are designated to serve as administrative support personnel to the boards:

VADM James K. Moran	RADM David A. Gove
RDML Daniel P. Holloway	CAPT David J. Frederick
CAPT Diane L. H. Lofink	CAPT Christopher N. Morin
CAPT Ralph W. Corey	CAPT Kirk A. Foster
CAPT John B. Nowell, Jr.	CDR William C. Horrigan
CDR Benjamin B. Clancy	CDR Elizabeth S. Hostetler
CDR Stephen J. Lepp	CDR Bryan L. Pitawanakwat
CDR Gregory H. Molinari	CDR David L. Dillensnyder

**FY-07 NAVY RESERVE SENIOR CHIEF PETTY OFFICER
AND MASTER CHIEF PETTY OFFICER
SELECTION BOARDS MEMBERSHIP**

CDR James A. Protin
LCDR Dennis P. Shelton
LCDR Christine W. Mankowski
LCDR Mark C. Holley
LCDR Peter D. Galindez
LCDR Christopher T. Slayman
LT Melissa A. Harvison
LT Frank S. Kremer
LT Monica Trucco
LT Kathleen J. Kelly
LT Carolyn P. Major
LT Gary E. Smart, Jr.
LT Kellon B. Pearson
LTJG Shaun W. Fischer
CWO3 Timothy Kilpatrick
CWO3 George L. Smallwood
CWO2 Gary W. Dedmon
PSCM(SW) Victor R. Smallwood
PSCM(SW/SCW) William H. Rosch
PSC(AW) Marcia K. Bentley
Mr. Kimric Chapman
Mr. William S. Morris
Ms. Deborah Wilson
Ms. Shirley Wakefield
Ms. Elizabeth Vaughn
Ms. Leslie Higgins

CDR Edward J. Sallee
LCDR Curtis R. Dunn
LCDR Stephen J. Ruscheinski
LCDR Joseph J. Eldred
LCDR Joseph P. Whalen
LT Julia W. Crisfield
LT Edna M. Shannon
LT Stephen R. Ranne
LT Charles E. Johnson
LT Tenisha M. Finley
Capt Martin E. Adams
LT Gary R. Thielecke
LT Murray L. Schultz
CWO4 O. C. Horton
CWO3 Diana R. Donaldson
CWO3 Earl E. McGallagher
CNOCM(SS) John Walker
PSCM(AW) Darlene M. Gemuend
YNC(AW/SW) Walter Brown
Ms. Linda Coffield
Ms. Dorothy Harris
Mr. Dwight Stanton
Mr. Donald P. Marshall
Mr. Carl R. Waelde
Mr. Christopher Zaller

* Minority Member

** Female Member

FY-07 RESERVE SCPO/MCPO FTS ADVANCEMENT QUOTAS
Selection Board Convening 6 Mar 2006

**FTS (TAR and CANREC) Quotas - (ADSW/OYR/Mobilized Reservists included
with Selected Reserve quotas)**

ACCM	1	ACCS	1
AFCM	3	ADCS	5
		AMCS	7
AOCM	0	AOCS	0
ASCM	0	ASCS	2
AVCM	0	AECS	3
		ATCS	2
AWCM	0	AWCS	0
AZCM	0	AZCS	0
BMCM	0	BMCS	0
CSCM	0	CSCS	1
DCCM	1	DCCS	0
EMCM	1	EMCS	1
		ICCS	0
ENCM	1	ENCS	2
ETCM	1	ETCS	1
HMCM	2	HMCS	5
HTCM	0	HTCS	0
ITCM	0	ITCS	3
MRCM	0	MRCS	1
NCCM(C)	0	NCCS(C)	2
NCCM(R)	3	NCCS(R)	8
PSCM	2	PSCS	6
PRCM	0	PRCS	0
SKCM	2	SKCS	4
YNCM	2	YNCS	8
CANREC	0	CANREC	0
TOTAL	19	TOTAL	62

Enclosure (2)

E8				E9	
Rating	Quota	Rating	Quota	Rating	Quota
ABECS	1	QMCS	4	ABCM	2
ABFCS	1	RPCS	1	ACCM	0
ABHCS	3	SHCS	0	AFCM	2
ACCS	1	SKCS	38	AGCM	0
ADCS	10	STGCS	0	AOCM	1
AECS	1	STSCS	0	ASCM	0
AGCS	4	SWCS	4	AVCM	7
AMCS	6	TMCS	1	AWCM	1
AOCs	0	UTCS	5	AZCM	0
ASCS	0	YNCS	4	BMCM	3
ATCS	7	Total 282		CSCM	0
AWCS	0			CTACM	1
AZCS	0			CTICM	2
BMCS	29			CTMCM	1
BUCS	13			CTOCM	0
CECS	8			CTRCM	1
CMCS	7			CTTCM	1
CSCS	0			CUCM	15
CTACS	2			DCCM	0
CTICS	6			EMCM	1
CTMCS	5			ENCM	1
CTNCS	1			EQCM	11
CTOCS	1			ETCM	3
CTRCS	6			FCCM	0
CTTCS	2			GMCM	1
DCCS	0			GSCM	0
EACS	2			HMCM	4
EMCS	2			HTCM	1
ENCS	8			ISCM	8
EOCS	12			ITCM	1
ETCS	6			JOCM	0
FCCS	3			LNCM	0
GMCS	2			MACM	7
GSCS	0			MMCM	0
HMCS	18			MNCM	1
HTCS	4			MRCM	0
ICCS	0			OSCM	4
ISCS	15			PCCM	0
ITCS	9			PHCM	0
JOCS	2			PRCM	1
LNCS	0			PSCM	2
MACS	8			QMCM	1
MMCS	0			RPCM	0
MNCS	2			SHCM	1
MRCS	1			SKCM	1
OSCS	12			STGCM	0
PCCS	1			STSCM	0
PHCS	2			TMCM	0
PRCS	1			UCCM	2
PSCS	1			YNCM	4
Total				Total	92

FY-07 NAVY RESERVE
SENIOR CHIEF PETTY OFFICER AND MASTER CHIEF PETTY OFFICER
SELECTION BOARDS SUPPLEMENTAL GUIDANCE

Appendix

Subject

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- Board Proceedings
- Early Candidates
- Marital Status
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- Adverse Information

B Selection Standard and Skills Guidance

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- Behavioral Competencies
- Education/Personal and Professional Development
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C Equal Opportunity Guidance

- Addresses Equitable Consideration for all Candidates

D Board Reports

- Addresses Content and Routing of Selection Board Reports

E Oaths

- Provides Oaths for Board Members and Support Personnel

APPENDIX - A

GENERAL PROCEDURAL GUIDANCE

1. Duties of the Board President. The president of the board has been appointed by me and shall perform prescribed administrative duties. The board president has no authority to constrain the board from recommending for selection those candidates that the majority finds best qualified to meet the needs of the Navy. The board president shall ensure that the board proceedings listed below are read to each board member, recorder, and administrative support person on the convening date of the board or on the date of assignment to the board, whichever is later.

2. Board Proceedings. The following directions concerning communications and information apply to all board proceedings:

a. Each of you (president, members, recorders, and administrative support personnel) is responsible to maintain the integrity and independence of this selection board, and to foster careful consideration, without prejudice or partiality, of all eligible candidates. To ensure impartiality and the appearance of impartiality, you may not visit or communicate with detailers, placement officers, or community managers or any candidate immediately prior to or during the selection board to discuss any matter, or until after I have officially published the selection board results. You may not communicate with any candidate during the selection board.

b. You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be furnished to you, and the procedures you should follow if you believe that the integrity of this selection board has been improperly affected. Communications with outside parties before, during, or after the board (i.e., other than board members, recorders, and support staff) relating in any way whatsoever to the selection board or its proceedings is completely prohibited. When in doubt, ask the Board Sponsor.

c. You may not receive, initiate, or participate in communications or discussions involving information that Navy Regulations preclude from consideration by a selection board. You are to base your recommendations on the material in each candidate's military record, any information I have provided to the board and any information communicated to you by individual eligible candidates under provisions I have issued. In your deliberations, you may discuss your own personal knowledge and evaluation of the professional qualifications of eligible candidates to the extent that such matters are not precluded in

law or Service regulations from consideration by a selection board or inclusion in a candidate's military personnel record. You may not discuss or disclose the opinion of any person not a member of the board concerning a candidate being considered unless that opinion is contained in material provided to the board under the provisions of Navy Regulations.

d. When discussing your own personal knowledge concerning the professional qualifications of eligible candidates, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss his personal knowledge or evaluation unless such matter is contained in the official record or other material placed before the board in compliance with Navy Regulations. In addition, should an eligible candidate's record reveal the removal of an evaluation/fitness report via the Board for Correction of Naval Records, the member may not discuss his personal knowledge regarding the circumstances which resulted in the removal of the report.

e. I, the Master Chief Petty Officer of the Navy, or the Navy Reserve Force Master Chief are the only persons who may appear in person to address you on any matter, other than administrative matters. All communications with the board, other than those that are clearly administrative or made by the Master Chief Petty Officer of the Navy or the Navy Reserve Force Master Chief, must be in writing, given to each of you, and made part of the board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

f. Except as authorized by Navy Regulations the proceedings and deliberations of the board may not be disclosed to any person who is not a board member or board recorder.

g. Before the report of the selection board is signed, the recommendations may be disclosed only to members of the board, recorders, and those administrative support personnel I have designated in writing. After you sign the board report, the recommendations of the board may only be disclosed after I have made the recommendations public.

h. If at any time you believe that you cannot in good conscience perform your duties as a member of the board without prejudice or partiality, you have a duty to request relief by me from this duty. I will honor any such request. If a member or recorder believes that the integrity of the board's proceedings has been affected by improper influence of military or civilian authority, misconduct by the board president or a member, or any other reason, or believes someone is exerting or attempting to exert inappropriate influence over the board or its proceedings,

he or she has a duty to request from me or higher authority relief from the obligation not to disclose board proceedings and, upon receiving it, to report the basis for this belief.

3. **Early Candidate Advancement Consideration.** DoD established Total Active Federal Military Service (TAFMS) requirements, which must be met prior to a member's advancement to a given paygrade. Candidates who do not meet TAFMS requirements are defined as "early" candidates as calculated to the end of FY-07 (less than 16 years and 19 years for senior and master chief candidates respectively). DoD has a provision whereby no more than 10% of a pay grade may be early. When applicable, quota limits for "early" candidates are included in enclosure (2), they cannot be exceeded. This applies to Full Time Support candidates only.

4. **Marital Status.** Advancement boards are prohibited from considering the marital status of an eligible candidate or the employment, education, or volunteer service of an eligible candidate's spouse.

5. **Area Tours.** Multiple or consecutive tours in a particular geographic location should not be considered negatively, provided the officer has progressed in billet complexity, professional development, and leadership responsibility. Likewise, you may positively consider those officers who have demonstrated the ability to succeed in challenging assignments in diverse geographic locations, particularly overseas.

6. **Adverse Information**

a. Just as you must consider positive performance, you must consider documented incidents of misconduct and substandard performance which are included in a candidate's official service record in determining those candidates who are best qualified for selection. Members must give careful consideration to each incident. For those eligible candidates who are recommended for selection and who have received disciplinary action, or whose privileged information record (Fiche Five/EMPRS Field Code 17) contains matters relating to conduct or performance of duty, that occurred within the past five years and must disclose fully all such incidents when briefing slates of candidates recommended for promotion.

b. Faced with many well-qualified candidates, there may be a tendency to simplify your task by summarily putting aside the folders of candidates whose past records are less than perfect; however, to do this is to fall short of your obligation. A judgment of the whole person and the whole record is required to determine whose future potential will serve the Navy best. You may conclude that particular adverse information undermines a

candidate's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that a candidate's overall outstanding performance demonstrates such potential for future service that it outweighs any deficiency noted in the record. Some candidates will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relative weaknesses in their records.

c. Make the best, not simply the most obviously defensible, choices. By doing this you will not only fulfill your obligation, you will also better serve the Navy.

APPENDIX - B

SELECTION STANDARD AND SKILLS GUIDANCE

1. "Best Qualified" Selection Standard

a. The board shall consider carefully, without prejudice or partiality, the record of every eligible candidate. All candidates selected must be fully qualified; that is, each candidate recommended must be capable of performing the duties of the higher grade. All candidates recommended for selection must also be best qualified among all candidates within their respective competitive category. The "best qualified" standard shall be applied uniformly to all eligible candidates.

b. When reviewing a candidates' potential for selection, consider that the Navy benefits when Navy leaders possesses a broad spectrum of experience with a depth and breadth of vision. The Navy needs innovative and bold leaders who think creatively, challenge assumptions, and take well-calculated risks that maximize effectiveness. Today's Navy is manned by Sailors representing 24 different ethnic groups and literally hundreds of cultural heritages. In light of this diversity you should give careful attention to selecting candidates who have demonstrated the potential to lead organizations composed of personnel coming from widely varying ethnic and cultural backgrounds. The Navy's ability to meet this challenge depends, in part, on Navy leaders who reflect the best of our Navy, including performance, professional experience, education, and professional community. Therefore, the Navy needs leaders from and for every part of our Navy. These are factors for you to consider in selecting candidates who are best and fully qualified for selection.

c. While the Navy is, and will remain, a Service of the highest standards and strict accountability, we do not embrace blind adherence to a zero defect mentality. All of us have made mistakes in the past; the test is in the character and resilience of the individual to learn and grow from that experience. Where a candidate has performed exceptionally well subsequent to a reportable incident, I consider that test to be substantially met. In selecting the best-qualified candidates to meet the future needs of our Navy, do not discount any candidate who, except for a single incident, would otherwise be considered to be among the best qualified.

d. Important elements of the best-qualified selection standard include behavioral competencies, educational development, and skill competencies.

2. **Behavioral Competencies.** Best and fully qualified candidates should possess a high degree of competency in several behavioral traits.

a. **Interpersonal skills.** This trait area includes communications (both written and oral), understanding and appreciation of diversity in the force, persuasiveness, and the capability to develop positive relationships.

b. **Leadership skills.** Best-qualified candidates should have strong, well-documented leadership skills. These include the ability to grow and develop subordinates, coach and mentor, empower/delegate, and build effective teams. The ability to change in a dynamic Navy is a key enabler of effective leadership.

c. **Effects-based thinking and management skills.** These competencies include effects-based thinking and savvy, understanding of resource management, use of metrics in decision-making, and an understanding of organizational relationships.

d. **Personal and professional attributes.** Important personal and professional attributes include: adaptability; risk-taking; adherence to Navy and DoD ethical standards; adherence to Navy core values of honor, courage, and commitment; and physical fitness.

3. **Education/Personal and Professional Development.** A continuum of learning and growth is a key element in the development of future leaders. Best-qualified candidates seek opportunities to improve their performance and knowledge throughout their careers.

a. **Professional Military Education (PME) Continuum.** Education is essential to developing flexible, adaptable leaders who have the knowledge base to think through uncertainty, fuel innovation, exploit technology and system capabilities, and plan and conduct operations as an effective joint force. In determining a candidate's fitness for selection, you shall favorably consider professional military education, relevant graduate education, and experience in specialized areas.

4. **Skills Competency Requirements.** Within the board's charter to recommend for selection those candidates who are best-qualified, the board shall give due consideration to the needs of the Navy for leaders with particular competencies/ skills.

a. **Individual Augmentee (IA) Consideration.** Because of world events and the emphasis on fighting a global terrorist threat, IA assignments that may not be typical of the candidate's

traditional career path are considered vital to the successful joint prosecution of the Global War on Terror. When selecting the best-qualified candidates to meet the needs of the Navy, you must view the quality of performance required of candidates who have served in or are serving in IA assignments as having weight equal to that ordinarily given to other members of their respective rating who have followed more traditional career paths.

b. Special Duty Assignment. Although the candidates presented to the board compete within their rating, they are frequently detailed to duty outside of their rating specialties. Many such types of duty require selectivity in assignment and special qualifications. Selection and qualification in the Special Warfare, Explosive Ordnance, and Diving communities support the increasing range of new and ongoing missions around the globe. Recruiting and retention of Sailors is the top priority of today's Navy. In recognition of the critical role recruiting and retention play in Navy's ability to accomplish its mission, you should give maximum consideration to those candidates who have successfully completed, or are currently serving in the extremely demanding tours of duty as Recruit Division Commanders or Non-Prior Service Accession Course Instructors and Recruiters. Additionally, tours of duty which the board considers reinforcing Navy Core Values of recruits and other first term Sailors, and positions that directly impact the professional growth of sailors, to include "A" and "C" school instructors, Apprentice Training, Fleet Training Centers, Prototype, and Aircrew candidate schools must also be given maximum consideration. In determining which candidates are best and fully qualified, bear in mind that members serving in these types of highly selective assignments are evaluated among a large number of individually selected personnel with equally superb records. Due consideration shall be given to the successful accomplishment of major collateral duties affecting mission effectiveness, retention and morale; e.g., 3M Coordinator, PRT Coordinator, Urinalysis Coordinator, Professional Development Board member. In addition to the impact these have on the command mission, successful coordination of these duties require a high level of integrity to be maintained in these programs therefore making them deserving of special consideration. To this end, the board should select the best qualified candidates within each source rating.

c. Overseas and Arduous Duty. In determining who is best qualified, emphasis shall be placed upon demonstrating evidence of professional and leadership excellence under arduous conditions. It should be recognized that some ratings do not offer an extensive opportunity for sea duty; however, candidates who have performed well in demanding sea duty billets and/or

overseas sea duty units in their current pay grade should receive special consideration. This special consideration cannot, however, be used to disadvantage otherwise outstanding female candidates who have not had the opportunity to serve at sea owing to law or policy. Eligible candidates should not be judged against the norm of a preconceived career pattern.

d. Performance Trends. In order to not disadvantage outstanding performers, the selection board should give due consideration to those records, which contain both a superior trend of performance on evaluations submitted on or before 31 December 1995, and performance marks other than 5.0 and other than "early promote" evaluations submitted on or after 1 January 1996. To establish performance trends, the board should consider rankings assigned to Sailors under the former evaluation system, and trait grade averages and promotion recommendations under the current system; however, just as you must give careful consideration to positive outstanding performance, you must consider documented incidents of misconduct and substandard performance, which are included in a service member's record, in determining those service members best qualified for selection.

APPENDIX - C

EQUAL OPPORTUNITY GUIDANCE

1. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. The Navy strives to maintain a professional working environment in which an individual's race, creed, color, gender, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine those candidates who are best and fully qualified, you must ensure that candidates are not disadvantaged because of their race, creed, color, gender, or national origin.

2. Your evaluation of all candidates must afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of records to take care that no candidate's selection opportunity is disadvantaged by service utilization policies or practices. You should evaluate each candidate's potential to assume the responsibilities of the next higher grade, the overriding factor being performance of assigned duties.

3. The Navy has assigned some candidates outside of traditional career development patterns, e.g., institutional instructors, recruiting, and equal opportunity billets. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. These assignments, though beneficial to the Navy, may have foreclosed to the candidates so assigned opportunities available to other candidates. Such assignment practices should not prejudice the selection of these candidates for selection. Successful performance of assigned duties is the key in measuring a candidate's potential for selection. Accordingly, in determining the qualification for selection of any candidate who has been affected by such utilization policies or practices, duty performed well in such assignments should be given weight equal to duty performed well by a candidate not affected by such policies or practices.

4. This guidance should not be interpreted as requiring or permitting preferential treatment of any candidate or group of candidates on the grounds of race, creed, color, gender, or national origin.

APPENDIX - D

BOARD REPORTS

1. The record of the board's proceedings shall be compiled by the recorders and administrative support staff. The written report of the board shall be signed by the board president, the board members, and board recorders. It shall contain a list of the candidates recommended for selection with appropriate selection statistics as well as the following items:

a. All instructions, information, and guidance that were provided to the board.

b. Certification that:

(1) To the best of your knowledge, the board complied with all instructions contained in the precept, and, as appropriate, other letters of guidance or instruction provided by me;

(2) You were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board;

(3) You were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations;

(4) You were not party to or aware of any attempt at unauthorized communications;

(5) To the best of your knowledge, the board carefully considered the record of each candidate whose name was furnished to the board;

(6) The candidates recommended for selection are, in the opinion of the majority of the members of the board, fully qualified and best qualified for promotion to meet the needs of the Navy among those candidates whose names were furnished to the board.

(7) You are aware that the names of the selectees will be released to the public after the board report is approved, and you know that you may not disclose recommended selectees until the names are released to the public; and

(8) You understand that, except as authorized by Naval regulations you may never disclose the proceedings and deliberations of the board to any person who is not a board member or board recorder.

- c. A list of all candidates eligible for consideration.
 - d. Precept.
 - e. Such other lists as the board may deem necessary.
2. The report shall be forwarded for approval to me via, first, the Commander, Naval Personnel Command.

APPENDIX - E

OATHS

1. The president of the board(s) shall administer the following oath or affirmation to the recorder and assistant recorders:

"You, and each of you, do solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Operations (Manpower, Personnel, Training, and Education) or higher authority, so help you God?"

2. The recorder shall then administer the following oath or affirmation to the members of the board(s):

"Do you, and each of you, solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view both the special fitness of candidates and the efficiency of the Naval Service, and you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Operations (Manpower, Personnel, Training, and Education) or higher authority, so help you God?"

3. The recorder shall then administer the following oath or affirmation to administrative support personnel:

"Do you, and each of you, solemnly swear (or affirm) that you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Operations (Manpower, Personnel, Training, and Education) or higher authority, so help you God?"